



IDAHO MILITARY DIVISION
2023 STRATEGIC PLAN
(2023-2026)

Idaho Military Division

2023 Strategic Plan

MISSION

The mission of the Idaho Military Division is to maintain combat and domestic emergency response readiness in the Idaho National Guard; and guide the state, through the Office of Emergency Management, in effectively preparing for, responding to, and recovering from all hazards and declared emergencies. The Military Division supports the governor's goal of educating Idaho's youth by providing both a fully accredited residential high school for at-risk Idaho teens with the Idaho Youth Challenge Academy, and a state-of-the-art STEM program for fifth graders residing in Title One school districts with STARBASE-Idaho.

VISION

Idaho's premier public service organization; attracting and retaining our leading citizens, promoting a safe and secure environment for our state and nation.

Idaho Military Division (IMD) Goals

- Maintain and sustain a relevant National Guard force structure in Idaho.
- Promote EEO principles to achieve a diverse and inclusive workplace free of barriers to equal opportunity and in support of readiness.
- Provide a pathway to higher education, ensuring Idaho's soldiers, airmen, and youth are competitive in the workforce, contributing to Idaho's future.
- Coordinate statewide disaster prevention, preparedness, response, and recovery.
- Organize, recruit, equip, train, and retain quality soldiers, airmen, and state employees.
- Construct and maintain facilities for the Idaho Military Division, Idaho National Guard, Idaho Office of Emergency Management, Idaho Youth Challenge Academy, and STARBASE Idaho Program.
- Promote and maintain uninterrupted public safety communication, including microwave networks, information technology, and cyber-security.

Idaho Army National Guard

Vision

The Idaho Army National Guard excels in providing combat ready, mission capable forces to support our state and federal requirements. We are the first choice for innovative leaders and dedicated Citizen-Soldiers, providing an always ready force supporting homeland and

national defense, offering extensive opportunities and value for our Soldiers, Families and employers. We live by the army values and focus on diversity, empowerment, and accountability.

Goal

Focused Readiness – Synchronize our state focus on readiness initiatives to ensure full support for all federal, state, and community missions.

Objectives

- Deliver trained and ready Soldiers to support federal, state, and community missions. Maintain or exceed NGB readiness objectives annually.
- Implement a state synchronized training plan to support increased missions and higher readiness levels.
- Develop and manage strategic partnerships to enhance readiness.
- Utilize the State Tuition Assistance Program to enhance recruiting and retention.
- Explore and implement force structure amendments that reflect demographic and recruiting environment.

Goal

Training Resource Management - Prioritization and management of Soldiers, facilities, and force structure to sustain availability of all training sites and enhance opportunities.

Objectives

- Manage the Orchard Training Center as the premier heavy maneuver and combined arms live fire training center for the Army National Guard.
- Maintain Center of Excellence status, increase training offerings in leadership and maneuver training.
- Enhance all state training site capabilities by building partnerships and ensuring optimal use of all training areas.
- Employ appropriate organizational audit and control functions and progressively implement process improvement initiatives.
- Manage engagements and partnerships in Asia-Pacific region to expand Idaho Army National Guard training opportunities in overseas deployments.

Goal

Improving Soldier and Family experience - Train and develop innovative, adaptive leaders; promote a positive culture of learning, information sharing, and professional development to enhance opportunities and retain quality Soldiers while providing value to our Families and employers.

Objectives

- Manage an interactive, individualized career management program for all Soldiers, providing opportunities for talent management and leadership.
- Enhance key workforce benefits for Soldiers and Family members.
- Increase engagement with communities, employers, policy-makers, media, and partners to enhance support, resourcing, and visibility.
- Improve Soldier and Family benefit utilization to enhance retention and increase value to Families and employers.

Performance Measure	Benchmark
End Strength Mission	>99.5%
Reenlistment Success Rate	>75%
Medical Readiness	>90%
*Objectives & performance measures directed by NGB of DOD in Washington, DC	

Idaho Air National Guard

Vision

The Idaho Air National Guard (IDANG) will maintain well-trained, well-equipped, *mission ready, accountable* personnel in support of both the state and federal missions. Every Airman is a leader focused on mission success, safety, and accountability, while instilling value in their fellow guardsmen, their families, and their employers. Our Airmen live by the Air Force core values of Integrity First, Service Before Self and Excellence in All We Do.

Goal

Mission Readiness. Ensure members of the Idaho Air National Guard maintain readiness in order to support both their state and federal missions.

Objectives

- Federal Mission Readiness is our number one priority. Inspections, exercises, mission evaluations, and readiness reporting must all reflect this focus.
- The IDANG will be prepared for our state mission by committing resources, training, equipping personnel, and maintaining approved Mission Ready Packages.

Goal

Maintain a Culture of Compliance. Every effort must be made to adhere to Department of Defense Instructions (DoDIs), Department of Air Force Instructions (DAFIs), and command intent, while promoting a healthy organizational, and cultural climate.

Objectives

- Sexual assault will not be tolerated in any form.
- A culture of transparency and connectedness will coincide with our suicide awareness and prevention programs.

- Promote diversity by seeking out those with different views in order to prevent and solve problems that have lasting solutions.
- Commanders will set the expectation to maintain professional relationships at all times.
- Empowerment and Operational Risk Management are essential for commanders in order to maintain a climate of safety, professionalism, and respect.
- Physical conditioning is the foundation of successful combat operations.
- Develop and adhere to Annual Training Plans to enable stability, which is the key to operational and organizational sustainment.

Goal

Improve Recruiting/Community Engagement. Open House, tours, speaking engagements, and volunteerism are all essential for maintaining a relationship with our community; keeping our community educated on our mission; and recruiting those community members to be a part of our great organization.

Objectives

- Utilize the State Tuition Assistance Program to enhance recruiting and retention.
- Commanders must make every effort to support recruiting, tours, and speak to the community.

Performance Measure	Benchmark
End Strength	> 102%
Re-Enlistment success rate	> 90%
Retention rate	> 89%
*Objectives & performance measures directed by NGB of DOD in Washington, DC	

Idaho Office of Emergency Management (IOEM)

Vision

A prepared and resilient State of Idaho.

Mission

Advance resilience for all Idahoans through strategic partnerships and effectively preparing for, mitigating the effects of, protecting against, responding to, and recovering from crises.

Goal

Invest in People. IOEM staff is the heart of emergency management in the State of Idaho. Over the next five years, IOEM will enhance professional development opportunities to allow staff to grow their expertise and gain leadership experience. IOEM will continue to promote self-preparedness among our staff and families, helping to ensure that if disaster does strike, our staff are as resilient as possible.

Objectives

- Identify personal, professional growth goals.
- Develop skilled emergency management personnel
- Promote an environment that fosters a culture of open communication and collaboration.
- Provide opportunities for professional development training and leadership roles with increased accountability/responsibility during steady-state and emergency conditions.
- Provide the necessary resources to ensure programs are able to meet statutory, strategic, and programmatic goals and responsibilities.
- Provide greater opportunity for cross-collaboration and social interactions for all IOEM.
- Promote self-preparedness amongst IOEM staff and their families.

Goal

Successfully lead the State of Idaho through disaster response and recovery. We are committed to ensuring our portfolio of plans address the most current threats and hazards and operational needs. Additionally, to help build a more resilient Idaho, IOEM will conduct focused program-specific outreach, and enhance public-private partnerships.

Objectives

- Enhance IOEM capabilities to increase preparedness for catastrophic disasters.
- Provide quality training and exercise opportunities to state, tribal governments, counties, and local jurisdictions that are topical, and use identified risk and hazard scenarios.
- Increase participation and outreach in mitigation programs.
- Create robust and defined partnerships with public and private entities to increase capabilities, and response and recovery opportunities.
- Close gaps identified in THIRA and Stakeholder Preparedness Review (SPR).
- Develop a cadre of trained reservists to supplement IOEM disaster recovery needs.

Goal

Increase administrative efficiencies and emergency management awareness. IOEM believes that we can better achieve our mission by increasing efficiencies in our processes and raising awareness around emergency management. Through standardization and creating thoughtful guidance, we can better ensure that emergency management programs across the state meet or exceed expectations.

Objectives

- Streamline processes, procedures, and policy.
- Provide standard templates for tribal governments, counties, and local jurisdictions for all section/branch plans.
- Raise the visibility of IOEM with stakeholders, executive branch leadership, and media by providing communication in predetermined timeframes and outlets.
- Create a greater awareness and ownership of roles and responsibilities.
- Ensure consistent, timely, and accurate information is provided to media and stakeholders.

Goal

Foster an environment built on preparedness. Over the next five years, we will educate our communities in the culture of preparedness by creating quality outreach and communication products, offering engagement opportunities, and hosting annual IOEM Preparedness Conferences and quarterly emergency management workshops in each region of the state.

Objectives

- Enhance the long-term resilience and mitigation strategies for the State of Idaho.
- Educate counties, tribes, and local communities in the culture of preparedness.
- Enhance Community Outreach activities and opportunities.
- Create quality preparedness outreach and communication products.
- Hold annual IOEM Preparedness Conference to counties, tribes, and local jurisdictions.
- Actively engage stakeholders in programs and seek input on issues.
- Maintain EMAP accreditation.

Performance Measure	Benchmark
Build, improve and maintain IOEM response capabilities.	3 exercises per year
Prepare Idaho communities for all hazards through education, partnerships, and stakeholder relations.	1 conference per year
Execute organizational processes that assure results focused efficiency, excellence, and mission success across the whole community.	Maintain EMAPC*
*EMAPC (Emergency Management Accreditation Program Certificate)	

Public Safety Communications and IT Services

Goal

Compliance with the recommendation of the Governor’s Executive Order on cyber security. This includes adoption of the National Institute of Standard Technology (NIST) framework as outlined.

Objectives

- Complete a baseline study of potential vulnerabilities in the IMD network and the Emergency Communications Network (ECN).
- Update systems and services as identified to address the required controls.

- Continuous accurate reporting to the Office of Information Technology Services (OITS) about IMD implementation progress.
- Implement baseline solutions for NIST Center for Information Security (CIS) current version of Critical Security Controls (CSCs) as identified by OITS.
- Coordinate with other state agencies for efficient implementation of CSCs through collective procurement, development, and operations of IT security resources.
- Ensure Personal Identifiable Information (PII), Health Identifiable Information (HII), and any other sensitive records are secured through encryption.
- Applications are developed to ensure users are utilizing secure methods of sensitive data storage, and not developing their own unsecure storage processes for sensitive data.
- Continue to support statewide IT policy, IT guidance, and strategic plan development through Idaho Technology Authority (ITA) and Information Technology Leadership Committee (ITLC) memberships.

Goal

Maintain and upgrade emergency communications systems for the State of Idaho.

Objectives

- Complete preventative maintenance on equipment as scheduled.
- Consult state agencies on communications equipment purchases.
- Use industry standard project management practices to organize fleet installations.
- Complete review of current site inventories to identify potential equipment or infrastructure lifecycle issues.

Goal

Promote, maintain, and upgrade the Idaho Military Division microwave network and promote usage of the system to state agencies.

Objectives

- Complete preventative maintenance as scheduled.
- Follow the refreshment of equipment plan for the statewide microwave infrastructure.
- Educate state agencies on the capabilities of the microwave network using workshops.
- Create and maintain critical infrastructure & resource data with GIS components for National Incident Management System (NIMS) compliance.
- Develop automated customer reports in the Structured Query Language (SQL) database reporting tools and web applications to provide near real time mission critical information products.
- Continue to deploy the Multi-Protocol Label Switching (MPLS) IP infrastructure through the statewide microwave network to enable availability for state agencies networking solutions where commercial options are limited and not within budget constraints.
- Maintain Continuity of Operations (COOP) system operations to provide Hot Site Fail Over capability for Idaho Military Division's systems and services.
- Continue to update systems hardware and software to meet the required capabilities and security requirements for the systems and services they support.

Performance Measure	Benchmark
Baseline study of vulnerabilities in the Agency network and the Emergency Communication Network	1 per year
Implement baseline solutions for CIS of CSCs as identified by OITS*	1 per year
Complete preventative maintenance on equipment as scheduled	>95%
*CIS (Center for Information Security) *CSC (Critical Security Controls) *OITS (Office of Information Technology Services)	

Military Management

Goal

Military Management is committed to providing quality management and support to missions of the Idaho National Guard, the Idaho Office of Emergency Management, Public Safety Communications, E9-1-1, Idaho Youth ChalleNGe Academy, and Idaho STARBASE. IMD will continue to improve automation to improve quality in financial management, reporting, budgeting, monitoring, and human resource management.

Objectives

- Manage the approved budget to maximize all resources and outcomes.
- Continue to improve on internal controls and processes to meet all state and federal regulations.
- Continue to design and create new user-friendly and accurate financial reports to meet the different requirements of various grants and Cooperative Agreements.
- Adjust and streamline operations for the increased demand from supported agencies.
- Train purchasing personnel to ensure Military Management complies with all laws, codes, regulations, and policies.
- Educate supported agencies on all laws, codes, regulations, and policies.
- Certify purchasing personnel as Certified Public Procurement Buyers.
- Full review of all position descriptions to update and evaluate the requirements/codes and realign with organization structure.
- Update Chapter 5, Attendance and Leave, and Chapter 12, Performance Appraisals, of the IMD-3 State Employee Personnel Regulations.
- Publish new chapter “Performance Management” and new IMD forms Train employees and supervisors on new process Work with leadership to ensure content aligns with current position descriptions and organizational objectives.

Performance Measure	Benchmark
Compliance with all LSO/SCO audits	Zero findings

Track # of ratifications to prevent/decrease contract errors	< 1% error ratio
Establish new performance standards for full-time employees	100%

Idaho Youth ChalleNGe Academy (IDYCA)

Goal

To “Dream – Believe – Achieve,” and intervene in, and reclaim, the lives of 16 to 18-year-old Idaho high school dropouts, by producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as responsible citizens of Idaho.

Objectives

- Establish and maintain a graduation rate of 115 cadets per class for fiscal year 2023-25, or 230 per fiscal year.
- Institute and maintain a cadet retention rate of 85% or higher.
- Utilize national training opportunities, or innovative alternatives to ensure quality staff training. Maintain and exceed all training requirements through NG-J1-AY.
- Continue to be innovative in providing vocational learning opportunities for cadets through working with stakeholders and partners on both the state and national level.

Performance Measure	Benchmark
Student graduation rate	230 per year
Cadet retention rate	85% or higher
Increased Vocational Events per class cycle	10> events per year
*Based on NGB guidance and federal/state funding levels	

Goal

Secure a way forward in utilizing state provided DPW dollars to build permanent barracks for the cadets.

Objectives

- Finish securing a workable budget that allows for the project to be put out for bid.
- Work with project team to initiate ground clearing and site prep for the building site and utilities structure to be in place by end of 2022.
- Work with project team to complete construction of barracks by no later than June 2024.

Performance Measure	Benchmark
Budget	Approved Budget – August 2022
Site Prep and Utilities	Completed – December 2022
Completed Barracks	Completed Barracks – June 2024
*Based on NGB guidance and federal/state funding levels	

Goal

Plan, prepare, and execute the formation of a Job Challenge program. Job Challenge is defined by the Department of Defense as a fifth phase of Challenge, and if funded at the same level of Challenge, i.e., 75% federal, and 25% state match.

Objectives

- Work with Lewiston Independent School District #1 to secure the old Lewiston High School as a place to conduct the Job Challenge program.
- Work with the Governor’s office and Legislature in order to secure a permanent funding mechanism for Idaho’s 25% match for Job Challenge.
- Work with Governor’s office in order to secure the appropriate amount of FTPs to staff Job Challenge.
- Graduate at least 80 cadets through Job Challenge by June 2025.

Performance Measure	Benchmark
Building for Job Challenge	Building secured by June 2023
Funding (25% state match)	Ongoing match – secured 2023
FTPs for Staffing Job Challenge	FTPs approved 2024
Student Graduation Rate	80 cadets by June 2025
*Based on NGB guidance and federal/state funding levels	

STARBASE Idaho

Goal

Increase student interest in, and knowledge of STEM topics and career fields and expose Idaho’s youth to positive civilian and military role models.

Objectives

- Provide 25 hours of “hands-on, minds-on” STEM instructions to a minimum of 90 Title I fifth grade classrooms utilizing DoD STARBASE curriculum.
- Use DoD curriculum to provide instruction in the five areas of Science, Technology, Engineering, Mathematics, and STEM Careers in hands-on, innovative ways typically not found in traditional classrooms.
- Provide each classroom with a STEM-based career tour on Gowen Field or presentation by local business outreach personnel.
- Fill all open academy slots and continue to grow STARBASE Idaho’s waitlist for traditional academies.
- Meet or exceed National STARBASE growth measurements in knowledge and increased positive attitudinal responses.

Goal

Extend the impact of DoD STARBASE Idaho through the expansion of the STARBASE 2.0 program.

Objectives

- Continue successful implementation of DoD STARBASE 2.0 Program at three sites.
- Increase the number of schools with a DoD STARBASE 2.0 Program from 3 to 5.
- Recruit and retain mentor teachers and volunteers at each site.
- Recruit and retain 6-8 sixth grade students for year-long participation in the program, extending the program to 7th and 8th grades in years two and three respectively.

Goal

Increase community awareness of, and cultivate advocacy and external funding for the STARBASE program.

Objectives

- Continue improvements to the STARBASE Idaho website to provide more information about current program operations, lesson extensions, and include information about how the public can partner with, and support, STARBASE Idaho.
- Invite Idaho elected officials to visit the site, providing them with up-to-date information about the program and benefits to the state.
- Regularly post to the STARBASE Idaho Facebook page, linking pictures and stories to school district and elementary school webpages.
- Seek community sponsors for STARBASE 2.0’s First Lego League teams and continue grant writing efforts to fund the program’s expansion.

Performance Measure	Benchmark
Schedule 25-hour curriculum for 5th grade students from low income schools.	90 academies per year.
Administer a pre and post assessment of STEM topics per the curriculum.	Increase knowledge by 27%. Increase positive attitude rating of 4.0 on a 5-point scale.
Provide STARBASE 2.0 Clubs with 20 hours of instruction.	3 events.
*All measures and benchmarks based on 25 hours of instruction over a 5-week period	

KEY EXTERNAL FACTORS

The military equipment for Idaho National Guard training and mission is funded and directed by federal appropriations through the National Guard Bureau from the Department of Defense. The goals and training missions are therefore responsive to regulations and requirements of the National Guard Bureau and the Department of Defense. The ability to carry out our military missions is directly affected by availability of funding which is volatile in this national economy.

Funding for maintenance of Guard training facilities, emergency management, and preparedness are from grants to the State of Idaho from the National Guard Bureau and the

U.S. Department of Homeland Security. Ninety-seven percent of this funding is federal, and three percent is state or dedicated funding. Grant funded programs must be responsive to grant requirements. State funds are appropriated primarily for grant match and for administration of the Military Division's various missions.

Another external force is the unpredictability of an emergency, disaster, or an act of terrorism. The Military Division must be ready to respond expediently and cohesively to an emergency. IMD must provide full-time management; command & control structure; plans & policy development; disaster planning and mitigation; personnel administration; fiscal accountability; equipment procurement and maintenance; interoperable radio communications capability; and facilities management to respond to a statewide emergency, or a national disaster.

All members of the Idaho Military Division are committed to serving and protecting the citizens of Idaho and take pride in the work they do to help communities to be prepared and able to respond to and recover from all hazards and/or disasters.



MICHAEL J. GARSHAK

Major General

The Adjutant General/Commander, IDNG